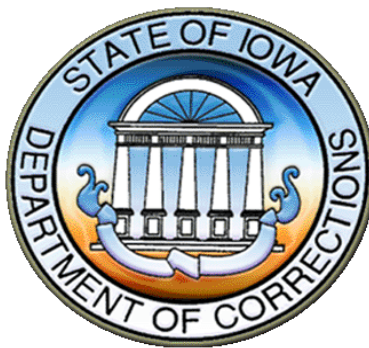

IOWA DEPARTMENT OF CORRECTIONS

***2017-2021
STRATEGIC PLAN***



January 2017

Table of Contents

Introduction	2
Our Vision	3
Our Mission	3
Our Values & Beliefs	3
Strategic Plan At-A-Glance	4
Strategies, Goals & Desired Outcomes	5
Our Success To-Date	8

Introduction

The Iowa Department of Corrections (IDOC) is responsible for nine institutions housing approximately 8,200 individuals, and the accreditation and funding of eight district departments of correctional services that supervise about 30,800 people on any given day.

Additionally, the IDOC is responsible for jail inspections, and for Iowa Prison Industries, a not-for-profit program that teaches valuable manufacturing job skills to incarcerated individuals.

The IDOC carries out its mission by managing a coordinated system of evidence based, research informed services and interventions within a continuum of custody and community supervision levels. The key to the effective and efficient management of this system is the Risk Need Responsivity Model:

- *Risk.* A person's level of service should reflect their risk of recidivism.
- *Need.* A person's criminogenic needs should be assessed and targeted for treatment, with higher risk individuals receiving the most intensive treatment.
- *Responsivity.* The type of intervention should correspond with the offender's strengths and motivations.

Building protective factors that may buffer risk and ultimately lead to crime desistance is also a focus of the IDOC. The goal is to assist individuals to become productive members of their communities upon reentry.

Before strategic planning began, and before key elements of the plan were put in place, Iowa's prison recidivism rate ranged between 34% and 36%. Through our efforts the prison recidivism rate stabilized at around 30% to 32% for the past six years prior to the FY2016 reporting year. Our overall desired outcome for long-term public safety is to reduce the recidivism rate for parolees and higher risk probationers to 25% over the next five years. We intend to reach this goal through the work of the Statewide Recidivism Reduction Strategy, which is incorporated into this updated strategic plan.

The priority areas contained in this plan continue to be guided by our Corrections Road Map:

Offender success is our goal.
Reentry is our process.
Evidence Based Practices are our tools.
Staff is our most important asset.

Our Vision

An Iowa with No More Victims

Our Mission

Creating Opportunities for Safer Communities

Our Values & Beliefs

- ❖ People can change.
- ❖ Every person should be treated with dignity and respect.
- ❖ Our efforts help make people safer.
- ❖ We must work as a team if we are to succeed.

Strategic Plan At-A-Glance



Strategies, Goals & Desired Outcomes

Strategic Priority #1:

Focus resources toward individuals most likely to reoffend.

Strategic Goals

1. Incarcerate only those who need it.

- Provide objective risk and needs assessment information to the court prior to sentencing.
- Support sentencing options that divert appropriate candidates to community based supervision.
- Use objective assessments to inform decisions for supervision levels, release recommendations and discharge.
- Provide prison based treatment programming based on a person's risk.
- Concentrate on short term transitional goals for lower risk offenders.

2. Staff in correlation with a person's risk.

- Develop workload formula that provides for staffing sufficient to a person's assessed risk and needs.
- Reposition resources and offenders to maximize the Department's ability to reduce recidivism and increase staff and offender safety.

3. Expand effective community supervision.

- Adjust CBC caseloads to levels that support increased success rates.
- Deploy techniques that enhance offenders' motivation and capabilities to complete treatment successfully.

The Statewide Recidivism Reduction Strategy is assisting realization of these goals through:

- ❖ Pre-Release planning and policy
- ❖ Workload formulas based on evidence-based practices and staff core competencies

Desired Outcomes

- ❖ Safer communities
- ❖ Accountability for those who have broken the law

Strategic Priority #2:

Focus on evidence based and research-informed practices for improved offender reentry.

Strategic Goals

- 1. Invest in program models that reduce recidivism.**
 - Seek better treatment opportunities for mentally ill offenders.
 - Use cognitive behavioral and social learning models.
 - Expand capacity to evaluate offender treatment program effectiveness.
- 2. Expand continuous quality improvement processes.**
 - Measure process, practice, outcomes.
 - Monitor the quality and performance of implemented program models to ensure recidivism reduction outcomes.
- 3. Seek housing options for geriatric and seriously mentally ill individuals.**
 - Engage other agencies and organizations in dialogue about offender reentry options.
 - Work with community treatment service providers to share medical information about discharging offenders.
- 4. Expand collaboration with other agencies and organizations.**
 - Engage ongoing support in natural communities and from other social service agencies at the state and local levels.
 - Expand partnerships with community colleges to provide basic education (Hi-Set/Literacy) and Life Skills (soft job skills) to all offenders; provide the opportunity for all offenders to participate in certified vocational training and apprenticeship programs; increase computer literacy and expand computer based learning opportunities.
 - Expand the number of Iowa Workforce Development staff working with offenders during the last six months of incarceration; increase the number of institutional career fairs.
 - Work with the Department of Human Services to enroll all offenders in health insurance and benefits.
 - Increase opportunities for faith-based and community organizations to positively impact offenders in prison and in the community.

The Statewide Recidivism Reduction Initiative is assisting realization of these goals through:

- ❖ Involvement of multiple agencies in the Statewide Reentry Task Force
- ❖ Job classification and staff core competencies
- ❖ Training plan
- ❖ Quality Assurance and Continuous Quality Improvement

Desired Outcomes

- ❖ Safer communities
- ❖ Responsible use of taxpayer dollars
- ❖ Good return on investment
- ❖ Quality services

Our Success to Date

The Department of Corrections has been actively engaged in strategic planning since 2004. This plan reflects the Department's effort to align its activities and operations with the Governor's Leadership Agenda and the principles of Accountable Government.

Safer Communities

A common thread running through all the IDOC's strategic plans, including this one, is long-term public safety. Compared with recidivism rates from FY2004 when strategic planning began:

- ❖ The prison recidivism rate is generally lower, stabilizing at around 30% to 32% for the past six years prior to the FY2016 reporting year, where it increased to 34%. Prior to then the recidivism rate ranged between 34% and 36%.
- ❖ Women offender reentry efforts have helped cut recidivism rates by 7.6% for this group.
- ❖ African-American offender reentry efforts have helped end decades of disparity in recidivism rates for this group. For the past four years there has been no statistically significant difference in recidivism rates for African-American offenders compared with White Non-Hispanic offenders.

Current return rates are for FY2013 releases tracked through FY2016.

Responsible Resource Management

Focusing efforts on evidence based practices, targeting resources toward reducing recidivism for the highest risk offenders, and collaborating with other agencies promotes responsible use of taxpayer dollars.

- ❖ The prison population has declined by 4.7%, from 8,611 offenders at yearend FY2004 to 8,207 at yearend FY2016.
- ❖ The total community based corrections population has increased by 3.3%, from 29,012 offenders at yearend FY2004 to 29,973 at yearend FY2016.

Good Return on Investment & Quality Services

In 2011, the Iowa Department of Corrections participated in the Pew MacArthur Results First Initiative and calculated the rate of return on investment for Iowa adult offender programs for each program area included in the model.

Topic Area/Program	Monetary Benefits		Costs		Summary Statistics			
	Total Benefits	Taxpayer Benefits Only	(Above "Business as Usual")	Benefits Minus Costs	Benefit to Cost Ratio	Rate of Return on Investment	Measure of Risk (odds of a net present value)	Offenders Served in Calendar 2011
Benefits and costs are life-cycle, present values per participant in 2011 dollars.								
Institutional Programs:								
Vocational Education in Prison	\$ 8,052	\$ 2,317	\$ (1,957)	\$ 6,095	\$ 4.12	43%	100%	226
Correctional Education in Prison	\$ 8,540	\$ 2,462	\$ (2,936)	\$ 5,604	\$ 2.91	29%	100%	2,981
Drug Treatment in Prison	\$ 6,205	\$ 1,799	\$ (753)	\$ 5,452	\$ 8.25	93%	100%	1,454
Cognitive Behavioral Programs in Prison	\$ 4,686	\$ 1,349	\$ (124)	\$ 4,561	\$ 37.70	1731%	99%	1,577
Correctional Industries in Prison	\$ 2,906	\$ 839	--	\$ 2,908	--	--	100%	1,400
Community Programs for Prison Releasees:								
Intensive Supervision: with RNR Model	\$ 10,570	\$ 3,058	\$ (1,473)	\$ 9,097	\$ 7.18	79%	100%	1,431*
Electronic Monitoring ¹	\$ 9,126	\$ 2,637	\$ (1,420)	\$ 7,706	\$ 6.43	70%	100%	694
Drug Treatment in the community ²	\$ 8,291	\$ 2,402	\$ (924)	\$ 7,367	\$ 8.98	106%	100%	942
Intensive Supervision: with Treatment	\$ 7,344	\$ 2,121	\$ (1,468)	\$ 5,876	\$ 5.01	53%	99%	1,431*
Work Release	\$ 2,848	\$ 825	\$ 1,903	\$ 4,751	n/e	n/e	100%	1,878
Cognitive Behavioral Programs in the community	\$ 4,608	\$ 1,334	\$ (135)	\$ 4,474	\$ 34.30	1726%	99%	1,543
Community Employment Training/Job Assistance	\$ 2,708	\$ 781	\$ (540)	\$ 2,168	\$ 5.02	55%	97%	unknown
Community Programs for Higher Risk Probationers:								
Mental Health Courts	\$ 4,472	\$ 1,211	\$ 490	\$ 4,961	n/e	n/e	100%	37
Intensive Supervision: with RNR Model	\$ 5,980	\$ 1,611	\$ (1,473)	\$ 4,508	\$ 4.06	51%	100%	1,818*
Drug Courts - Adult ³	\$ 4,967	\$ 1,344	\$ (517)	\$ 4,450	\$ 9.61	225%	100%	653
Electronic Monitoring ¹	\$ 5,249	\$ 1,420	\$ (1,423)	\$ 3,827	\$ 3.70	46%	100%	761
Drug Treatment in the community ²	\$ 4,719	\$ 1,275	\$ (925)	\$ 3,794	\$ 5.11	69%	100%	3,579
Intensive Supervision: with Treatment	\$ 4,093	\$ 1,108	\$ 1,473	\$ 2,620	\$ 2.78	32%	97%	1,818*
Cognitive Behavioral Programs in the community	\$ 2,609	\$ 709	\$ (134)	\$ 2,475	\$ 19.46	931%	99%	2,413
Community Employment Training/Job Assistance	\$ 1,549	\$ 418	\$ (539)	\$ 1,010	\$ 2.88	34%	92%	unknown
Ineffective Programs:								
Domestic Violence Perpetrator Treatment Programs*	\$ (977)	\$ (286)	\$ (328)	\$ (1,305)	\$ (2.99)	29%	21%	4,775
¹ GPS and radio frequency only.								
² Inpatient/residential and outpatient treatment only. Treatment generally includes step-down and continuing care.								
³ Results shown are for Judge Model only and when used as an alternative to prison.								
⁴ This category includes a treatment model used in community batterers' education classes. A different model is used in the Iowa prison system that employs cognitive behavioral techniques.								
*The extent to which all locations adhere to the RNR model has not yet been determined, and will depend upon ability to operate at the optimum caseload size per officer. Those locations not meeting the RNR Model standard are operating Intensive Supervision with Treatment.								

For more information, please refer to the full report here: <http://www.doc.state.ia.us/UploadedDocument/446>.

The only ineffective program identified in this process was the domestic violence program operated in community corrections. This program has largely been replaced by a new program, ACTV, which has demonstrated its effectiveness in reducing recidivism for its men participants.